

## Operations Overview



The staff is professional and highly trained. Subject matter experts are periodically engaged to conduct operational and maintenance reviews resulting in improved operations. These reviews are conducted through contracts established by the Community and Family Support Center and result in a detailed improvement plan.

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## Staff



The staff is a mixture of regular full-time, regular part-time and flex-on-call employees. Additionally, seasonal employees are used. [Staffing varies in size](#) from a low of 27 during off-season to a high of 57 during the season.

Every staff member has an employee handbook, a job description, performance standards and Individual Development Plan. New employees receive position-specific training to include customer service training. Refresher training is conducted on a periodic basis. In addition, management-level staff has attended the Community and Family Support Training Center Basic Management Course, the Golf Managers Training Course and the annual

Professional Golfers' Association Seminar and Trade Show. Staff wear standard uniforms based on their position.

The facility manager and assistant manager are certified members of the Professional Golfers' Association (PGA). In addition, both are competent business managers who keep their PGA certification current by attending the required PGA training sessions and the Morale, Welfare and Recreation professional training programs.

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## Benchmarks



The Army [Benchmarks](#) are operating targets, NOT standards. They are intended as management tools to assist in decision making for a specific program. The tool must be used in concert with other indicators and specific information available only at the installation level.

Primarily, the benchmarks were established upon the respective Army Business Program (Bowling, F&B, and Golf) 25<sup>th</sup>-percentile performer or, in some cases, comparison to the industry average. Hence, the benchmarks were developed with the intent to provide the Army with realistic targets that will raise the Army's overall performance. Each year, the benchmarks will be re-established based upon that year's 25<sup>th</sup>-percentile performer and, in some cases, industry averages. The ultimate goal of the benchmarks is to help the program achieve a "world class" status.

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## Special Events/Tournaments



Golf tournaments make up one third of all rounds. Military units are given priority for hosting tournaments. A tournament brochure is available and includes information on formats, minimum number of participants required, food and beverage services, gift certificate programs and rules. Staff is responsible for developing a program plan for each tournament.

Special events are offered on a regular basis and rigorously promoted to include club championships, military unit functions, events designed to improve community relations and catered special functions.

For all tournaments, signage is well displayed to ensure players are informed.

- [Tournament boards](#) are posted with names, foursomes, and starting holes.
- [Names are placed](#) on the cars.
- [Signs](#) for "hole-in-one", "longest drive" and "closest to the pin" are prominently displayed.

[Hole-in-one insurance](#) is obtained from the Risk Management Insurance Office located at the Community and Family Support Center.

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## Operating Guidance



[Operating Guidance](#) is set forth to assist Commanders and activity managers in the effective and efficient operation of an Army golf course. The golf operating guidance consists of three major parts: 1) golf budget guidance, 2) golf program guidance and 3) GolfTrac

Transaction Codes. All three elements coupled with the [Golf Benchmarks](#) , provide the basis for annual golf course budget development.

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## Fees and Charges



Fees and charges are set based on a market assessment of operational requirements and Installation Morale, Welfare and Recreation funding considerations. Commanders and activity managers should use the [Golf Benchmarks](#) as a tool to develop and adjust fees and charges. Each installation's requirements are unique and must be taken into consideration when setting fees.

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## Business Plan

Eagle Trace has a business plan developed by using Community and Family Support Center's guidebook: "[Preparing a Business Plan for an Army MWR Golf Course.](#)" Actual performance is periodically compared against the plan and operational adjustments are made based upon this comparative review. The plan is updated annually.